

ENTREPRENEURIAL ECOSYSTEM DEVELOPMENT OF THE CAFÉ BUSINESS IN BANDUNG REGENCY CASE STUDY OF OLD COFFEE AND NYUSU DOELOE

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ABSTRACT

Entrepreneurial Ecosystem is a system consisting of various factors that are interrelated and influence the sustainability of small and medium businesses. These factors include the company's internal aspects, such as management capabilities and existing resources, as well as the company's external aspects, such as the market, competitors and other external factors. Companies cannot compete because competition is quite tight in the café business sector every year. There is a lack of understanding of the Entrepreneurial Ecosystem between potential elements because it requires space for collaboration. Café business actors have many interests with several actors or elements, but these actors or elements are not maximized and expanded, they are only transactional, while there are several values that have not been explored. There is a domain in the Entrepreneurial Ecosystem that can help every business actor and their attachments. The aim of this research is to identify the actors who play a role in the café business ecosystem in Bandung Regency and understand and organize the relationships between actors in the café business ecosystem in Bandung Regency. In this research, descriptive qualitative methods were used to test the credibility of the data or trust in the research data using triangulation. Triangulation is a way to obtain truly valid data using a dual method approach. This research uses a triangulation method of sources consisting of: business actors, culinary business forums and parties related to 6 domains, namely Policy, Finance, Culture, Support, Human Capital, and Market, also using technical triangulation consisting of: interviews, documents and observation. In this research, interviews were conducted with café entrepreneurs and representatives from each domain. The results of this research in the mapping show that in the Ecosystem a café in Bandung Regency is connected with several actors which are categorized into six domains, namely Policy with local government actors, Finance with bank actors, Market with Social Media account actors and consumers, Culture with actor employees, Human Capital with job vacancy portals, Social Media accounts and employees, and Support with community actors, suppliers, transportation, as well as cashier applications.

Keywords: *Entrepreneurial Ecosystem, MSMEs, Business Strategy, Food and Beverage Industry*

ABSTRAK

Ekosistem Kewirausahaan merupakan suatu sistem yang terdiri dari berbagai faktor yang saling terkait dan mempengaruhi keberlangsungan usaha kecil menengah. Faktor tersebut meliputi aspek internal perusahaan, seperti kemampuan manajemen dan sumber daya yang ada, serta aspek eksternal perusahaan, seperti pasar, pesaing dan faktor eksternal lainnya. Perusahaan tidak dapat bersaing karena persaingan yang cukup ketat pada sektor usaha kafe setiap tahunnya. Kurangnya pemahaman mengenai Ekosistem Kewirausahaan antar elemen yang potensial karena memerlukan ruang untuk kolaborasi. Pelaku usaha kafe memiliki banyak kepentingan dengan beberapa aktor atau elemen, namun aktor atau elemen tersebut tidak dimaksimalkan dan dikembangkan, hanya bersifat transaksional, sedangkan terdapat beberapa nilai yang belum tereksplorasi. Terdapat domain dalam Ekosistem Kewirausahaan yang dapat membantu setiap pelaku usaha beserta keterikatannya. Tujuan dari penelitian ini adalah untuk mengidentifikasi aktor yang berperan dalam ekosistem usaha kafe di Kabupaten Bandung dan memahami serta mengorganisasikan hubungan antar aktor dalam ekosistem usaha kafe di Kabupaten Bandung. Dalam penelitian ini digunakan metode kualitatif deskriptif untuk menguji kredibilitas data atau kepercayaan terhadap data penelitian dengan menggunakan triangulasi. Triangulasi merupakan cara untuk memperoleh data yang benar-benar valid dengan menggunakan pendekatan metode ganda. Penelitian ini menggunakan metode triangulasi sumber yang terdiri dari: pelaku usaha, forum usaha kuliner dan pihak-pihak yang terkait dengan 6 domain yaitu Kebijakan, Keuangan, Budaya, Dukungan, Modal Manusia, dan Pasar, juga menggunakan triangulasi teknis yang terdiri dari: wawancara, dokumen dan observasi. Dalam penelitian ini dilakukan wawancara kepada pengusaha kafe dan perwakilan dari masing-masing domain. Hasil penelitian ini dalam pemetaan menunjukkan bahwa dalam Ekosistem sebuah kafe di Kabupaten Bandung terhubung dengan beberapa aktor yang dikategorikan menjadi enam domain yaitu Kebijakan dengan aktor pemerintah daerah, Keuangan dengan aktor bank, Pasar dengan aktor akun Media Sosial dan konsumen, Budaya dengan aktor karyawan, Modal Manusia dengan portal lowongan kerja, akun Media Sosial dan karyawan, dan Dukungan dengan aktor masyarakat, pemasok, transportasi, serta aplikasi kasir.

Kata Kunci: Ekosistem Kewirausahaan, UMKM, Strategi Bisnis, Industri Makanan dan Minuman

INTRODUCTION

In 2020, 31.5% of the population of Bandung Regency carried out business activities or were doing business, which

can be explained from the total population doing business in Bandung Regency, 16.8% were self-employed, 11.4% were self-employed and had workers who were

not permanent, and 3.3% are in business and have permanent workers and the number of MSMEs in 2019 increased by 279 units from the number of MSMEs in 2018. Meanwhile, the number of MSMEs in Bandung Regency in 2020 increased again to 15,749 MSMEs. From 2018 to 2020, the culinary sector experienced an increase, namely in 2018 with a number of 3,040, in 2019 with a number of 3,108 and in 2020 with a number of 3,159 business actors which causes competition in the culinary sector to be very competitive, so that innovation and creativity are needed to survive and develop. In the process of business development, it is certainly connected with other business actors to run the ongoing business, but there are several mutual benefits that have not been explored.

By building and developing an Entrepreneurial Ecosystem with business actors or interested groups, it is suitable for café MSMEs in Bandung Regency to develop their business because this development is cost-effective because it seeks mutually beneficial opportunities with interested business actors. In this research, the problem formulation was obtained, namely that business competition in the culinary sector is getting tighter because business actors in the culinary

sector continue to increase every year, actors connected to the café business are only transactional without adding other profit value, and the domain in the Entrepreneurial Ecosystem helps to group and develop each business actor and their attachments. With the existing problem formulation, several problem questions will be discussed in the research, namely:

1. Who are the elements or actors who play a role in the Entrepreneurial Ecosystem café in Bandung Regency?
2. What are the relationships and roles of business actors in the Entrepreneurial Ecosystem café in Bandung Regency?
3. How is the Entrepreneurial Ecosystem mapping for the café business in Bandung Regency?

LITERATURE REVIEW

opportunities to achieve mutual benefits. So, to gain benefits together and not harm any one element, in the business world you need to know the elements in the business environment. For the Entrepreneurial Ecosystem type, namely collectively starting and improving new entrepreneurial ventures that focus on business opportunities according to Errko Autio (2020).

According to Isenberg (2011) the

Entrepreneurial Ecosystem strategy approach is a new and cost-effective strategy to stimulate economic prosperity and this approach has the potential to replace or become a prerequisite for the successful implementation of cluster strategies, innovation systems, knowledge economies or national competitiveness policies. There are also six domains in Entrepreneurial Ecosystem, namely Policy, Market, Human Capital, Culture, Support and Finance.

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Formation of a research thinking framework in Bandung Regency cafés with a modified Entrepreneurial Ecosystem from the Entrepreneurial Ecosystem model created by Isenberg (2011)

RESEARCH METHODS

This research uses a qualitative research approach by interviewing sources from each Entrepreneurial Ecosystem domain and café business actors in Bandung Regency. According to Iskandar (2009) qualitative research as a scientific method is often used and carried out by a group of researchers in the field of social sciences, including educational sciences. A number of reasons were also put forward, the essence of which is that qualitative research enriches the results of quantitative research. Qualitative research is carried out

to build knowledge through understanding and discovery. The qualitative research approach is a research and understanding process based on methods that investigate social phenomena and human problems. In this research, researchers create a complex picture, examine words, detailed reports from respondents' views and conduct studies in natural situations.



Figure 1.1 Framework for Entrepreneurial Ecosystem Café Thinking, Bandung Regency

RESULTS AND DISCUSSION

After conducting interviews with café business actors and actors in the Entrepreneurial Ecosystem domains, there were discussion results showing that there were several transactions, activities and impacts from actors involved in the

Entrepreneurial Ecosystem in Bandung Regency.

Policy or policy related to the government, there are transactions with café entrepreneurs in Bandung Regency, especially transactions that occur based on the results of interviews, namely payment of restaurant tax of 10% which is paid by consumers and then collected by the café, deposited and reported by means of self-assessment via the website. has been provided by the Bandung Regency Regional Revenue Agency (BAPENDA). To help café entrepreneurs in developing their cafés, BAPENDA has a program for free installation of Billing Checkers owned by the Bandung Regency regional government in the context of data transparency.

The Bank's activities are not only savings and loans for café entrepreneurs, the Bank also as a Finance domain provides EDC machine facilities, Qris, offline publication media, promo and sponsorship programs. Facilities such as EDC and Qris not only benefit the café so that non-cash payments are efficient so that the payment process is fast, but customer satisfaction also makes the payment process easier, also if there is a promo program from the bank using a credit or debit card, you can get

attractive promos and this is covered by bank.

In an organization, of course, culture really determines the direction of the company's vision and mission by means of adjustments and direction from management towards employees. After interviews with several business actors, they have different activities and activities, but all of these activities really help each café to develop and have positive traditions.

Supplier activities as support here: Omela provides a showcase with the condition that the targeted sales amount becomes the property of the café and usually other dairy products are only loaned out. Omela is still in the development stage because it is said to be still new compared to other competitors, therefore Omela also offers that if the café needs a barista to create a new menu, Omela can facilitate it for free. Cafés that enter into cooperation contracts with Omela have the benefit of additional discounts and can be used as cashback. Not only that, in the contract, Omela also provides fresh money for the activities of each café with the applicable provisions. Omela also provides free training to café baristas, especially for dairy drinks.

Human Capital in the Entrepreneurial Ecosystem includes employees and educational institutions in an effort to support the vision and mission of a business. A café definitely requires employees, for the café itself, according to Mr. Riki Old Coffee, the minimum formation of a café in the operational section consists of a barista, kitchen, cashier and waiter depending on the needs and type of product being sold. To get employees, an employee recruitment process is required and this can be disseminated widely through 3rd parties, namely through Jobstreet Express and Social Media Accounts. The employees needed in a café are employees who have expertise and in a café innovation is really needed so there is a need for training with various parties to create the latest and highest quality products. This training is obtained through events from barista communities, online classes, government programs, and suppliers.

Market is an important role in the café business, one of the scope of Market is consumers. Consumers will be satisfied if the service, place and product are good, satisfied consumers will voluntarily recommend it to their friends directly or indirectly, for example on social media. Consumers not only make purchases, but

consumers can review, create content and recommend directly or indirectly which will have an impact on the café. Several cafes have carried out Customer Relationship Management (CRM) by turning several consumers into special members with certain promotions or being given special services.

The results of the discussion show that there are several transactions, activities and impacts of the actors involved in the Entrepreneurial Ecosystem in Bandung Regency. For more details, see table 1.1 Impact Analysis of Tangible Café in Bandung Regency.

Table 1.1 1 Impact Analysis of Tangible Café in Bandung Regency

Domain	Transaction	Actor	Activity	Impact	Risk/Cost	Benefit
<i>Policy</i>	Payment	BAPENDA	Payment of restaurant tax by self-assessment via the web	Transparent	M	H
<i>Policy</i>	Facilitator	BAPENDA	Installation of Billing Checker from government	Savings	S	M
<i>Policy</i>	Legal	DISKOP	Free NIB creation	Savings	S	H
<i>Policy</i>	Training	DISNAKER	Entrepreneurship training	Knowledge	S	H
<i>Policy</i>	Facilitator	PEMDA	Free PT Creation	Savings	S	H
<i>Finance</i>	Loan	Bank	Providing loans	Additional Capital	M	M
<i>Finance</i>	Facilitator	Bank	EDC machine facilities and Qris barcode installation are provided	Effective	S	H
<i>Finance</i>	Discount	Bank	Providing discounts to customers using debit/credit cards	Savings	S	H
<i>Finance</i>	Sponsor	Bank	Providing funds and facilities needed if there is an event to be held	Savings	S	H
<i>Culture</i>	Innovation	Employee	Hold a menu making competition and the winner will be given a prize	Improve product quality	S	H
<i>Culture</i>	Competition	Employee	Facilitate employees to take part in competitions	Increase competence	M	H
<i>Support</i>	Transportation	Online delivery	Helping send products to consumers online	Efficient	H	H
<i>Support</i>	Innovation	Supplier	Make product development	Improve product quality	S	H
<i>Support</i>	Facility	Supplier	Provides storage space with specific targets	Savings	S	H
<i>Support</i>	Cashback	Supplier	You will be given fresh money or cashback if you meet your target	Savings	S	H
<i>Support</i>	Training	Supplier	Providing training to baristas	Increase competence	S	H
<i>Human Capital</i>	Training	Employee	Train employees to be competent in their fields	Increase competence	S	H
<i>Human Capital</i>	Recruitment	Social Media Account	Helping spread job vacancies	Efficient	S	M
<i>Market</i>	Promotion	Consumers	Consumers upload photos of cafes on social media	Reach expansion	S	H
<i>Market</i>	Promotion	Social Media Account	Helps disseminate information	Reach expansion	M	H
<i>Market</i>	Data	Social Media Account	Reached consumer data information	Consumer Data	M	H
<i>Market</i>	Content	Social Media Account	Create interesting content	Information dissemination	M	H
<i>Market</i>	CRM	Social Media Account	Respond to comments on posts	Consumer interaction	M	H
<i>Market</i>	CRM	Consumers	Consumer membership	Loyal	M	H

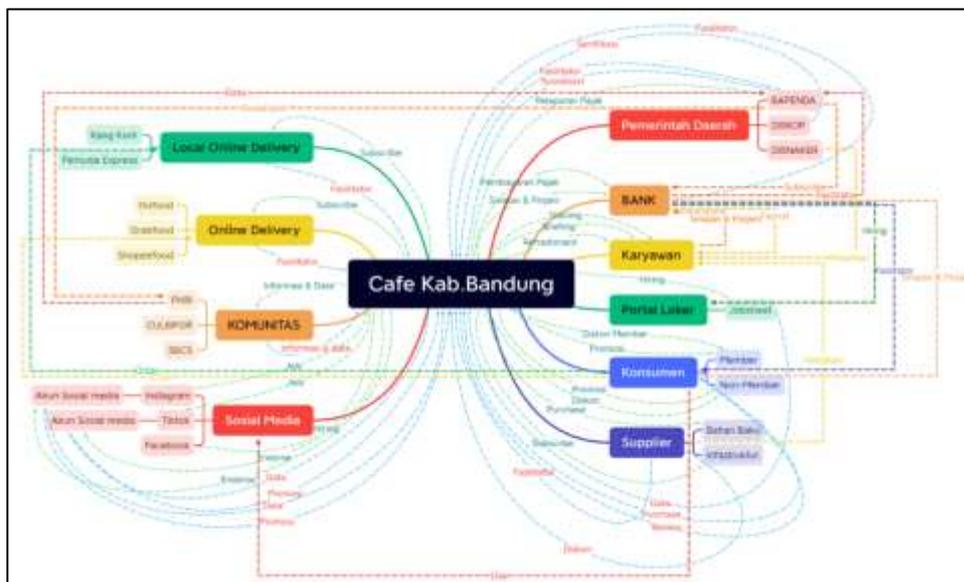
Market	Ads	Social Media Account	Online advertising using ads	Information dissemination	S	H
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DISCUSSION

After conducting research, there is a mapping of the Entrepreneurial Ecosystem of the Cafe business in Bandung Regency. In this mapping it can be seen that in the Ecosystem a cafe in Bandung Regency is connected to several actors, namely the regional government, the Regional Revenue Agency (BAPENDA), the Employment Service (DISNAKER), the Cooperative Service and UMKM (DISKOP), Bank, Employee, Culbifor (Culinary Business Competition), Hotel and Restaurant Association (PHRI), Southern Bandung Coffee Solidarity (Barista Competition), Jobstreet (Job Vacancies Portal), Facebook (Social Media), Instagram (Social Media), Tiktok (Social Media) tourismkabbandung (Social Media Account), culinarykab.Bandung (Social Media Account),

jajanankab.bandung (Social Media Account), Zkretif (Marketing Agency), Supplier, Gofood (Online Delivery), Grabfood (Delivery Online), Shopeefood (Online Delivery), Kang Kurir (Local Online Delivery), Pemuda Express (Local Online Delivery), and Point Of Sales (Cashier Application), for more details, see Figure 1.2 Mapping Entrepreneurial Ecosystem Café in Bandung Regency .

From this mapping, it can be seen that the involvement of actors in various activities has a good impact on the course of the café business process. Café entrepreneurs can also practice activities carried out between actors to actors that have not yet been carried out or other business actors can carry out activities that have been carried out by café businesses to other actors.



CONCLUSION AND SUGGESTION

The actors who play a role in the Entrepreneurial Ecosystem café in Bandung Regency are sorted based on the domains listed, namely in the Policy domain there are several who are actors for the Entrepreneurial Ecosystem café in Bandung Regency, namely the Regional Revenue Agency, the Employment Service, and the Cooperative and Business Service Small Medium. In the Finance domain, the actor for the Entrepreneurial Ecosystem café in Bandung Regency is the Bank. In the Culture domain, the actors for the Entrepreneurial Ecosystem café in Bandung Regency are Employee. For Human Capital, there are several actors in the Entrepreneurial Ecosystem café in Bandung Regency are sorted based on the domains listed, namely, In the Policy domain there are several relationships and roles for the Entrepreneurial Ecosystem café in Bandung Regency, namely Facilitator, Training, Tax Payment and legal requirements. The Policy domain is connected to other domains, namely Finance with activities as Payment and Facilitator, Support with socialization and data activities, Human Capital with Training activities. In the Finance domain,

Bandung Regency, namely employees, social media accounts, culinary exhibitions and training institutions. There are several Domain Support actors who are actors for the Entrepreneurial Ecosystem café in Bandung Regency, namely Supplier, Competition Southern Bandung Coffee Solidarity (SBCS), Indonesian Hotel and Restaurant Association (PHRI), Culinary Business Forum (Culbifor), Online delivery local, and Market platform place. In the Market domain there are several actors for the Entrepreneurial Ecosystem café in Bandung Regency, namely Consumers, Social Media Accounts, Social Media and Competition.

The relationships and there are several relationships and roles for the Entrepreneurial Ecosystem café in Bandung Regency, namely Loan, Promotion, Sponsor, and Facilitator. The Finance domain is connected to other domains, namely Market with Discount and Promotion activities, Human Capital with Training activities, Policy with data activities, Support with Facilitator activities, and Culture with briefing activities. In the Culture domain there are several relationships and roles for the Entrepreneurial Ecosystem café in Bandung Regency, namely innovation,

Competition, information and Refreshment. The Culture domain is connected to other domains, namely Support with Competition activities, Finance with Loan activities and Market with service activities. In the Human Capital domain there are several relationships and roles for the Entrepreneurial Ecosystem café in Bandung Regency, namely recruitment, training and gathering. The Human Capital domain is connected to other domains such as Support with information, Finance with Payment payroll activities, Culture with briefing activities. Domain Support has several relationships and roles for the Entrepreneurial Ecosystem café in Bandung Regency, namely transportation, innovation, facilities, cashback, training and information. The Support domain is connected to other domains, namely Policy with Certification activities, Finance with Payment and Facilitator activities, Culture with briefing activities, Human Capital with hiring and training activities, Market with salesman and publication activities. In the Market domain, there are several actors for the Entrepreneurial Ecosystem café in Bandung Regency, namely Promotion, collaboration, loyalty, data, content, customer relationship management, and advertising.

After conducting research, there is a mapping of the Entrepreneurial Ecosystem of Cafe business in Bandung Regency. In this mapping it can be seen that in the Ecosystem a cafe in Bandung Regency is related to several actors which are categorized into six domains, namely Policy with local government actors, Finance with bank actors, Market with Social Media and Consumers account actors, Culture with Employee actors, Human Capital with head hunter actors, Social Media and Employee accounts, and Support with competition actors, suppliers, transportation, as well as cashier applications. In the Entrepreneurial Ecosystem mapping of the Cafe business in Bandung Regency, there are also activities that are mutually beneficial and beneficial, not only transactional for sellers and buyers, but there are visible and invisible benefits.

Future researchers are expected to study more sources and references related to the Entrepreneurial Ecosystem in the Café business so that the research results are better and more complete. It is also hoped that they will further expand and explore actors and activities from each existing domain, and can also be carried out in other areas. another or in another business. Future researchers can conduct

research on the results of this Entrepreneurial Ecosystem approach strategy which can be said to be successful and has visible and invisible impacts

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